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See page 8.



*INSTITUTE of  
MUSEUM  
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SERVICES*

*2005*  
**Field  
Reviewer  
Handbook** Museums  
for  
America

*For information, call  
IMLS: (202) 606-8539  
or e-mail: [chenry@imls.gov](mailto:chenry@imls.gov)*

## Important

**PLEASE TURN TO PAGE 8 TO ACCESS THE  
ONLINE REVIEW INSTRUCTIONS. REMEMBER,  
TO ACCESS THE ONLINE REVIEW SYSTEM  
YOUR E-MAIL ADDRESS MUST BE THE SAME  
AS WE HAVE ON FILE.**



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## I. The MFA Review Process

Thank you for offering to serve as a Museums for America (MFA) field reviewer. We have selected you to review this year's applications because of your expertise in museum operations, programs and activities. The staff at IMLS has prepared this handbook specifically for field reviewers. It will provide you with the technical information you need. Please use it in tandem with this year's *Museums for America Grant Application and Guidelines*. Even if you have reviewed for other IMLS programs, you should review this booklet since MFA is a new grant offering.

### WHAT IS THE MUSEUMS FOR AMERICA GRANTS PROGRAM?

Museums for America will provide an opportunity for institutions to build their effectiveness in meeting their missions and furthering their strategic (i.e., institutional, long range, master) plans. Institutions will be able to use MFA funds to serve a wider and more diverse public through education, partnership, and behind-the-scenes activities. MFA grants are designed to be flexible. They can be used for ongoing museum activities; improvement of infrastructure; planning activities; new programs or activities; purchase of equipment or services; or other activities that will further the institution's commitment to one of the following strategic goals:

- Sustaining cultural heritage
- Supporting lifelong learning
- Serving as centers of community engagement

As a reviewer for Museum for America please be aware that these grant programs are designed to support high priorities for an institution. These proposals should advance the institution's mission and strategic goals. IMLS defines projects or programs in the **widest terms** possible. You have been selected to evaluate applications for one of the three categories. Although some applications may touch on all three goals, ultimately the project proposed should focus on the category indicated by the applicant.

### STRATEGIC GOALS

#### SUSTAINING CULTURAL HERITAGE

This category supports all activities that museums undertake to sustain cultural heritage, including artistic, scientific, and historical artifacts and content. Collections care and management activities, research, scholarly and popular publications, and exhibit planning, design, and implementation are eligible for funding. Many of these projects will be focused on behind the scenes activities and have a target audience that is the staff.

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#### Questions about any information in this booklet?

Contact the IMLS Program Office at (202) 606-8539 or by e-mail at [chenry@imls.gov](mailto:chenry@imls.gov) between 8:30 a.m. and 5:00 p.m. Eastern time, Monday through Friday.

## **SUPPORTING LIFE LONG LEARNING**

This category encompasses the broadest scale possible of what museums provide as educational activities, including programs designed for youth, families, or adults, exhibits, Web site content and design, and publications. The means by which museums share their collections, content, and knowledge to support learning are eligible for funding.

## **SERVING AS CENTERS OF COMMUNITY ENGAGEMENT**

This category supports projects and activities that actively engage museums with their community. Public programs, community partnerships with other organizations, and behind-the-scenes activities that enhance the museum's ability to serve their community (including membership, personnel administration, and communications) are eligible for funding.

IMLS sees Museums for America as investments grants, and expects that for institutions that receive them the funding will provide:

- Investment in capacity
- Support for institutional strategic planning
- Support to measure outcomes

Eligible expenses include but are not limited to:

- Staffing
- Costs related to planning and maintenance of project partnerships
- Purchase of equipment, materials, supplies or services
- Staff training
- Program development and implementation
- Exhibition design and fabrication
- Integration of technology into exhibition or educational programs
- Costs associated with evaluation of grant programs or activities
- Research
- Publication
- Indirect or overhead costs

## **THE PROGRAM PROCESS**

- 1) Applicants receive the grant application booklet; they complete the application form.
- 2) IMLS receives the applications and checks them for completeness.
- 3) IMLS identifies a pool of available field reviewers. IMLS will assign three museum professionals to each application.

## **HOW ARE APPLICATIONS ASSIGNED TO FIELD REVIEW?**

- 4) The applications first are sorted into groups by strategic goals (sustaining cultural heritage, supporting lifelong learning, serving as centers of community engagement.) Then the applications are sorted within these groups by request amount (Funding Category 1 Requests between \$5,000-\$24,999; Funding Category 2 Requests between \$25,000-\$74,999; Funding Category 3 Requests between \$75,000-\$150,000). Finally, budget categories are determined within each of these divisions, based on the institutional budget sizes of applications received.

The number of budget categories for each project type and request amount will depend on the number of applicants and the range of their budgets. We may ask you to review a museum with a budget size that is either smaller or larger than those with which you are most experienced; in such case, you should pay close attention to the museum's resources. Each review group may contain applications of many disciplines. You are asked to review them based on their proposed project and its ties to their strategic plan.

5) Field reviewers receive the applications, evaluate them, and return their reviews to IMLS.

#### **WHAT DOES IMLS DO WITH THE FIELD REVIEWS?**

6) IMLS processes comments and scores. Reviewers' scores are mathematically standardized to mitigate the effect of those who always use low or high scores. A single standardized score is produced from each reviewer for each application. This score is then used to rank the applications.

#### **HOW DOES IMLS RANK THE APPLICATIONS?**

7) Using a generally accepted mathematical formula – standard deviation – IMLS standardizes the scores and all applications. The final standardized scores from the field reviewers for each application are averaged to produce one average standardized score. All applications are ranked based on the standardized average, from highest to lowest. This ranking will be used to determine which applications are sent to the sitting review panel. The panel will make final recommendations based on the field review comments as well as their own expertise.

#### **WHAT IS THE ROLE OF THE MFA SITTING REVIEW PANEL?**

8) The MFA Sitting Review Panels meet to provide a second level of review and make final funding recommendations. There will be four panels assembled to evaluate the applications. We will ask the panels to look across the budget categories and make recommendations on the strongest applications, which are those that best serve the museum's strategic plan, are long-term investments in capacity, and have measurable outcomes. The MFA review panels, made up of museum professionals, will meet in Washington, DC in June and July after the field review period. IMLS asks superior past reviewers to serve on the panel. Panelists represent a cross-section of museum disciplines, budget sizes, geographic regions and governing authorities. IMLS will ask panel members about issues pertinent to this year's competition and about improving the MFA program, the application, and the process. IMLS staff provide a list of applications recommended for funding to the Agency Director for his approval.

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**WHAT HAPPENS BEFORE IMLS MAKES THE AWARDS?**

9) IMLS reviews the financial/accounting information and the budget sheets of each potential grantee.

10) IMLS awards the MFA grants. IMLS will make awards taking into account panel recommendations, and distribution of applications by:

- Strategic goal
- Grant request
- Institutional budget category

The Director of IMLS makes the awards and announces them in September. At that time, IMLS notifies all applicants by mail whether or not they have received an award. We also send a list of grantees to all participating reviewers. With their notification, all applicants receive the reviews that their field reviewers and panelists completed. Museum staff can benefit tremendously from your thoughtful, constructive comments.

**HOW ARE YOUR REVIEWS USED?**

Your scores will determine the ranking of applications—which will go to the sitting panel, and which will not.

For those applications that go to panel review, your reviews will provide the basis for the panel review, guiding panelists to the strong and weak aspects of the application. If a panel-reviewed application is not funded, your review comments, along with those of panelists, will assist the applicant as they consider whether/how to revise their application for resubmission.

For those applications that are not ranked highly enough to go to panel, field review feedback will be the only guide as they consider whether/how to revise their project for resubmission.

Successful applicants point to good scores and positive comments as a stamp of approval for their program proposals. Museum administrators report that receiving IMLS awards enhances fundraising success with private foundations or state and local sources.

Unsuccessful applicants use reviewer comments to improve or change their applications for resubmission.

**HOW CAN YOU GET FEEDBACK ON YOUR PERFORMANCE?**

Field reviewers will receive information about their performance from IMLS. IMLS will mail you feedback on your performance regarding your strengths and weaknesses as a field reviewer. You will receive this information in October. Upon receiving your evaluation we invite you to call the IMLS Office of Museum Services to discuss your evaluation.

We greatly appreciate the tremendous amount of time and effort you have committed to being a reviewer. By participating in the peer review process, you are making a significant contribution to the Museums for America grant program and are providing an invaluable service to the entire museum community. Thanks!

# Application Review Instructions

This section of the handbook contains detailed information on how to review an MFA application. If you think that you may not be able to review every proposal you received, do not begin the review process. Instead, contact an IMLS staff person:

Christine Henry  
(202) 606-8687  
chenry@imls.gov

## CHECK SHIPPING BOX

1) If you have not already done so, refer to the contents on the Reviewer Checklist. Contact IMLS immediately if any of the items listed are missing.

## CONFLICT OF INTEREST

2) Read your list of applications to see if there are any potential conflicts of interest. Contact IMLS immediately if you have a conflict, or what may appear to be a conflict.

## CONFIDENTIALITY

The information contained in grant applications is strictly confidential. Do not discuss or reveal names, institutions' project activities, or any other information contained in the applications. Contact IMLS if you have any questions concerning an application – do not contact an applicant directly.

## APPLICATION COMPLETENESS

3) Check your applications to make sure that all required information is included. Use the application checklist as a cross-reference. We only check the original copy for completeness. If any application appears to be incomplete do not score the applicant down, rather, contact IMLS immediately at (202) 606-8539.

## READ APPLICATIONS

4) Read your applications to develop a feel for the range of responses. Before reading your applications, reread the narrative questions and guidelines on pages 5.3–5.5 of the *Conservation Project Support Grant Application and Guidelines*. The listed items represent the types of information you should look for in the applicant's responses and should serve as guideposts for your review.

## EVALUATE APPLICATIONS

- 5) Read your applications again. Take notes as you read. Draft your comments for each of the eight narrative responses.
- Use your professional knowledge and experience to assess the information objectively.
  - You MAY NOT base your evaluation on any prior knowledge of an institution.
  - If you question the accuracy of any information, call IMLS to discuss it; DO NOT question the applicant's honesty or integrity in your written comments.
  - Address the applicant's *entire* response to each narrative question.
  - Consider a project's strengths *and* weaknesses.
  - Acknowledge and compliment strengths.
  - Offer practical suggestions for improving weaknesses.
  - Judge the application on its own merits.
  - Consider whether the applicant has the resources to successfully complete the project.
  - Remember that the panelists and the IMLS staff use your comments to help unsuccessful applicants improve their collections care and future applications.

### Questions about any information in this booklet?

Contact the IMLS Program Office at (202) 606-8539 or by e-mail at chenry@imls.gov between 8:30 a.m. and 5:00 p.m. Eastern time, Monday through Friday.

## QUALITIES OF A GOOD PROPOSAL

- Comments should be easy to read and understand.
- Comments should be specific to the individual applicant; vague, general statements are not helpful.
- Comments should *analyze* the narrative section of the application; summarizing or paraphrasing the applicant's own words will not help the applicant.
- Comments should address both positive aspects as well as areas for improvement.

6) A good MFA proposal should:

- Strengthen the capacity for education and public service
- Advance the institution's strategic agenda
- Be an investment for the future; even if one-time activities they must have long term institutional impact

## ASSIGN SCORES: START WITH 4

7) Assign preliminary scores to each narrative section.

Use a scale of 1 through 7

1 =lowest; 7 = highest (see scoring definitions on page 22)

- Use whole numbers only.
- Do not use fractions, decimals, zeros, or more than one number.

We suggest that you use the *Start With 4* method to assign scores. If all field reviewers adopt this same approach, MFA panelists will see greater consistency in the use of our scoring definitions. If you have questions, please contact us at (202) 606-8539.

**IMPORTANT!** To help applicants understand and benefit from your reviews, make sure that your scores accurately reflect your written comments.

To *Start With 4*

- Finish drafting your narrative comments.
- Make sure that your comments accurately reflect your opinions.
- **4 = adequate (provides adequate support for project activities).**
- Consider a score of 4 to represent an adequate range of project feasibility— think of 4 as your starting point.
- Adjust up or down from 4 according to your written comments. If the project seems adequate or average (i.e., neither particularly strong nor particularly weak, but somewhere in the middle), retain the 4;
  - A little better than average, assign a 5;
  - Much better than average, assign a 6;
  - Minimally acceptable, drop down from a 4 to a 3;
  - Inadequate, choose a 2.
- Reserve a score of 1 for what appear to be overall *extremely* poor projects and a score of 7 for *exceptionally* good projects.
- Be fair and objective.
- Applications are not ranked by the raw scores you assign but by the relative performance of each application compared to all others. Awarding only high scores will not benefit those applicants; awarding only low scores will not penalize those applicants.

8) As you review, please keep the following two technical issues in mind: typeface and application format. DO NOT consider them when determining your scores. IMLS will assign penalties as needed. However, if you have serious concerns about a project's eligibility within the IMLS guidelines, call the IMLS MFA staff immediately at (202) 606-8539 to discuss your concerns.

## ELIGIBILITY

We determine an institution's eligibility for MFA funds by reading the responses on the Grant Processing Information Sheet (see page 5.12 of the *Museums for America Grant Application and Guidelines*). You may read about eligibility requirements on pages 1.4-1.5 of the *Museums for America Grant Application and Guidelines*. If you feel that a particular project does not meet the IMLS MFA eligibility requirements, please contact the Office of Museum Services immediately at (202) 606-8539. DO NOT under any circumstances contact an applicant directly.

## TYPE SIZE AND FORMAT

The application does not provide a form for the narrative part of the application. Applicants can divide the space for narrative responses as they wish, as long as all questions are addressed in number order as indicated in the application guidelines and the narrative response does not exceed seven pages. A minimum one-quarter inch margin should be left on the sides and bottom of the page.

We also require applicants to use a type size that measures no more than six lines per vertical inch and to use standard spacing between letters.

Please use your common sense when judging type size or page format. We developed these rules primarily to help reviewers. You do not need to actually measure the type; if you can read the text without eyestrain, it probably meets our specifications.

- If you do see a problem, however,
- Call IMLS at (202) 606-8539.
  - Review the application. DO NOT lower an applicant's score because of reduced type or reformatting.
  - DO NOT note the problem on your review sheet itself, but rather attach a separate note for IMLS only.

We will assign penalties as needed.

## REVIEW YOUR WORK

9) Review your draft comments and preliminary scores.

When you are finished, proofread your reviews. *A review with even one missing score or comment cannot be accepted by the online review system.* Adjust your scores, if necessary, to more accurately reflect your written evaluation.

- Adjust them as necessary; scores should support comments and comments should justify scores.

## WRITE SPECIFIC COMMENTS AND ASSIGN SCORES

10) Type your final comments and scores (for narrative sections 1-7 plus general comments if applicable) on your online review sheets. For each application, you need to complete an online review containing:

- written comments about the applicant's narrative responses.
- a corresponding score for each response.
- general comments, if applicable

*Note: make use of all the space provided on the online review sheets*

## SELECTING SCORES

After you write your comments, select an appropriate score from 1 to 7 (1=lowest; 7=highest) for each of the eight narrative responses using the IMLS scoring definitions that follow. Enter the scores on your online review sheets. Your typed comments and corresponding scores should always support each other.

The definitions of the numerical scores are:

<u>SCORE</u>	<u>DEFINITION</u>
1.	Applicant's response provides insufficient information for evaluation.
2.	Applicant's response provides inadequate support for the proposed project activities.
3.	Applicant's response provides minimal support for the proposed project.
4.	Applicant's response provides adequate support for the proposed project activities.
5.	Applicant's response provides good support for the proposed project activities.
6.	Applicant's response provides superior support for the proposed project activities.
7.	Applicant's response provides exceptional support for the proposed project activities.

Your online reviews are confidential; only IMLS staff can view them.

## THE ONLINE REVIEW PROCESS

### IMPORTANT

- Assign only whole numbers to each of the seven narrative responses.
- Do not use fractions, decimals, zeros or more than one number in scoring individual sections.
- Score all responses; do not leave any blank

12) All reviewers will use the online review process. It is easy to do. All you need is internet access. There are no review sheets to type up on a typewriter or handwrite, or hard to read computer diskettes, or sheets that you have to reformat on your personal computer. Further, you do not have to fax your reviews to us. When completed, IMLS can print an anonymous copy to forward to the panelists and applicants. Just follow these steps:

Access this link: <http://e-services.imls.gov/grantapps/reviewers.aspx>

Your login is: your e-mail address that is on file with IMLS

Your password is: password, unless you already established a password in previous years.

When you log in and create your user account, you will need to create a new password.

The instructions for creating and submitting your reviews will be at your fingertips. When you visit the site, there is a hotlink for technical questions. These questions will be sent directly to our computer technicians that are working with us to design this system. If you have other questions about reviewing, please contact IMLS staff at (202) 606-8539.

When you have completed assigning scores and giving comments for each application assigned to you, you will submit the entire review to IMLS. Then, please remember to print a copy of each completed review to keep for your files.

**REMINDERS**

The online review process is a wonderful tool; however, there are a few points regarding its use of which you should be aware:

- When accessing the system you can only use the e-mail address we have on file for you.
- We recommend that you type your comments using Microsoft Word and then cut and paste them into the online review sheet, if you need a spell check. The online review program does not include spell check.
- Once you submit your reviews, you cannot go back in and make revisions. To do so, you must contact IMLS and we will authorize your re-entry into the system so you can make changes. However, prior to submitting your reviews you can repeatedly enter and exit the system without losing your information.
- The online review system seems to work best with either of these two web browsers – Netscape and Internet Explorer.

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**Questions about any information in this booklet?**

Contact the IMLS Program Office at (202) 606-8539 or by e-mail at [chenry@imls.gov](mailto:chenry@imls.gov) between 8:30 a.m. and 5:00 p.m. Eastern time, Monday through Friday.

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**GOOD  
COMMENTS**

Some of the characteristics of good comments are:

- Presented in a constructive manner
- Concise, specific, easy to read and understand
- Specific to the individual applicant
- Correlate with the score that is given
- Acknowledge the resources of the institution
- Reflect the application's strengths and identifies areas for improvement
- Directed to applicants for their use

Remember, both successful and unsuccessful applicants use your comments to improve their institutions and future applications. Each of the sample comments listed below is followed by an explanation of its good characteristics.

**Criteria 3 How the project fits into strategic plan and mission:** "This project goes hand-in-hand with the museum's strategic plan and mission statement. This project will directly go to improving the membership base and provide better access to the community." (Provides a good explanation of how this project fits into the strategic plan)

**Criteria 6 Project – Resources: Time & Budget:** "The Budget is realistic for the numbers of participants, and for the compensation of consultants and the number of hours for their assistance for this project." (Provides specific information)

**Additional Comments:** "Addresses an area of critical concern for your museum, but a major barrier exists: More evidence of institutional support is required – their commitment is not clear in this application." (Identifies strengths and areas for improvements)

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**POOR  
COMMENTS**

Listed below are sample "poor" comments. Comments that are poor are considered vague, irrelevant, insensitive, or unclear. These comments actually hinder the evaluation process rather than help it. They are not helpful to either panelists or applicants.

To avoid making poor comments, DO NOT:

- Penalize an applicant because you feel the institution doesn't need the money, remember any eligible institution may receive MFA funds, regardless of need.
- Penalize an applicant because of missing materials. If you are missing required materials, please contact IMLS *immediately*.
- Make derogatory remarks – offer suggestions for improvement rather harsh criticism.
- Question an applicant's honesty or integrity. You may question the accuracy of information provided by the applicant, but if you are unsure how to raise your question, contact IMLS.
- Offer or ask for irrelevant or extraneous information – your comments should concern only the information IMLS requests of applicants.

Each of the sample poor comments listed below is followed by an explanation of why it is a poor comment.

**Strategic plan – Mission and Finances:**

“Good job – the project follows a plan.” (Vague)

**Project – Design:**

“The project uses technology.” (Vague)

**Personnel:**

“The project personnel seem to be well qualified, but this institution does not have a good reputation.” (Insensitive and irrelevant)

**Project – Resources: Time & Budget:**

“I might question some parts of the budget, but they probably know what they are doing.” (Vague, not evaluative, and irrelevant)

**Project – How the Project fits into Strategic Plan and Mission:**

This is clearly not the highest priority that the museum should identify. They should be focusing on educational outreach and not collections management.” (Not the reviewer’s job to determine the museum’s priorities)

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## V. Reviewer Material

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### SIGN REVIEWER CONTRACT

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Sign your reviewer contract and fax to IMLS along with your completed ACH form and reviewer questionnaire.

### RETURN MATERIALS TO IMLS

You must fax back the enclosed Automated Clearing House (ACH) form and reviewer contract for your services. Honoraria is paid electronically and the ACH form must be completed in its entirety, even if submitted in a prior year with the identical banking information.

In addition to your ACH form and reviewer contract, please fax us your completed reviewer evaluation.

Please fax to: 202/606-0010

Should you decide to use a private carrier rather than fax your reviewer contract, ACH form, and questionnaire, please send to the following address:

IMLS  
Office of Museum Services  
1100 Pennsylvania Avenue, NW  
Room 609  
Washington, DC 20506  
Attention: MFA Reviewer Information

**Please do not send this material via the USPS as we are still experiencing lengthy mail delays.**

If you fax your materials then you DO NOT need to send us your originals.

- MEET THE IMLS REVIEW DEADLINE! February 4, 2005
- Don't forget to fill out your reviewer questionnaire (you may send it a few days later if you wish); it's your chance to let us know what you think about your review experience.

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### KEEP COPIES UNTIL JULY 1

14) Keep your applications and a copy of your review sheets until July 1, 2005 (in case of questions from IMLS staff).

- Maintain confidentiality of all applications that you review.
- After July 1, 2005, destroy the applications (you may keep optional attachments such as catalogs or brochures).

**Thank You for Serving as a MFA Field Reviewer!**

## VII. FAQs

### 1. How should I assign scores?

Scores should be assigned for all of the 7 narrative questions, based on the scale of 1-7 discussed on page 8 of this booklet.

### 2. Should new projects be considered more competitive than existing ones?

No, a museum does not have to create a new project in order to meet its strategic goals. But often, in order to meet those goals an ongoing project will have an aspect of expansion or a new twist.

### 3. Can a proposed project use its staff as its target audience?

Yes, the staff is a reasonable target audience, when a project is a behind-the-scenes or infrastructure project that ultimately helps museum staff serve their public better.

### 4. What should I do if I discover something missing in the application? Or if the applicant did not complete all parts of the application?

Call IMLS immediately! IMLS only checks the original copy of the application for completeness. IMLS may be able to send you the missing materials.

### 5. Should the size or age of the institution be considered when evaluating their application?

No, these are not review criteria. The institution should be evaluated based on their stated strategic plan.

### 6. To whom should the review comments be addressed?

Please address all comments to the applicant. While IMLS staff and panelists do read the comments, it is important to address the comments to the applicant so that they may use them most constructively for their project.

### 7. What should I do if I find that I know someone mentioned in the application?

Call IMLS immediately and discuss the possibility of a conflict of interest. Not all cases are conflicts, but please call to discuss your situation.

### 8. Must I make comments for every question?

Yes, you must make a constructive and substantive comment for every question. This is the best way to help an applicant improve all aspects of their project.

### 9. Should proposals with evaluation components be considered more competitive?

No, IMLS will assist all funded applicants with creating an outcomes-based evaluation plan for at least one aspect of their project. At this time, there is no requirement for an evaluation plan to be developed at the time of application.

### 10. How do I consider a proposal from an institution that has a different discipline than my own?

You are evaluating the proposals based on their merit in your specific area of museum expertise, whether it is administration, education, community outreach or curation. Please evaluate the application based on the soundness of the project ideas, and its ties to the IMLS strategic goals and the institution's strategic plan.

### 11. What are indirect costs rates, and why do some institutions have such a high rate?

Indirect cost rates are negotiated rates for institutions to charge overhead costs when completing a project. Some institutions, such as universities have very high rates because of all the infrastructure involved in carrying out a project within that institution. Also, an institution may have a high rate if they are in a very isolated geographic area, making it more expensive to carry on daily activities such as an institution in Hawai'i. Please do not allow these rates to bias your reviews.

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**12. What should I do if the institution does not have a formal strategic plan?**

Strategic plans come in many forms. Please put the plan provided by the applicant in context of their planning process and their community.

**13. Can institutions create their own forms for the budget and face sheet?**

Yes, this is acceptable. As long as an institution includes all the information that IMLS requests, the forms can be recreated.

**14. Can a project be just for planning?**

Yes, planning projects are eligible. A museum must justify how this planning helps them reach their stated institutional goals.

**15. How was I selected to review these applications?**

You were selected to review your particular group of applications based on the museum professional skills you indicated on your IMLS reviewer update and also based on your choice of institutional budget size.

**16. Is there any part of the application that carries more weight than another?**

No, all sections of the application have equal weight. Each score is important in determining the overall strengths and weaknesses of a proposal.